



Knowledge and Talent Management

General data

Course code:	M23VZC02E
ECTS credits:	6
Type of the course:	Elective (C)
Semester:	Spring Semester 4
Course restrictions:	<i>Leadership & Advanced Organizational Behaviour Strategic and Quality Management</i>
Course leader (with availabilities):	<i>Dr. Gábor BALOGH, Associate Professor</i> baloghg@tkk.pte.hu office: b221
Further lecturer(s) (with availabilities):	<i>Dr. Brigitta SZABÓ-BÁLINT, Assistant Professor</i> balintb@tkk.pte.hu office: b222 <i>Judit PÓTÓ, Assistant Lecturer</i> poto.judit@tkk.pte.hu office: b220

1. Description and aims

This module builds on the theoretical and methodological foundation of organizational behaviour, strategic and human resource management. It is designed to make students aware of the importance of knowledge and talent in the value production of organizations, and prepare them to be able to critically deal with issues in this field.

The subject is aimed to provide students with knowledge, which they can use successfully in their future career. For this reason, it is important to introduce the newest and significant knowledge and talent management concepts. A special focus is placed on the practical aspects and application of the issues covered in the framework of this course.

Aim is to develop students' ability to create and sustain an organizational culture and environment that is driven by intellectual capital, learning capabilities and knowledge.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

CILO 1. to understand importance of knowledge and talent in the value production of organizations and critically evaluate the different approaches to knowledge and talent management. (PILO1, 2)

CILO 2. to differentiate between human, structural, social, relationship and intellectual capital and explain the appropriateness of their use in any strategy for enhancing organizational learning and knowledge. (PILO1, 2)



CILO 3. to understand and apply appropriate methods to evaluate critical knowledge and talent management processes in the organizational context, so as to demonstrate their impact on the achievement of organizational goals. (PILO3, 4, 5, 7, 8)

CILO 4. to apply different concepts and also to solve knowledge and talent management related problems in organizations where they work. (PILO3, 4, 5, 6, 7, 8)

CILO 5. to use the proper tools for knowledge acquisition, sharing, development and retention, and also for managing talents of the organization. (PILO3, 4, 5, 6, 7, 8)

CILO 6. to create and sustain an organizational culture and environment that is driven by intellectual capital, learning capabilities and knowledge. (PILO5, 6, 7, 8)

(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)

3. Content, schedule

1. Introduction to knowledge and talent management. Critical insight over the different approaches to knowledge management. Trends, problems and solutions,
2. The nature of knowing. Basic KM definitions (knowledge, memory, knowledge management etc). The dimensions of knowledge. Critical insight over the different approaches to knowledge (management). Levels of knowledge.
3. Knowledge management (Definitions, aim, strategy). KM models and processes.
4. Knowledge management tools (tools for capturing, sharing, preserving knowledge). Communities of Practice (CoP). Knowledge sharing barriers and solutions.
5. Creating knowledge: organizational learning
6. What's Next for Knowledge Management
7. Learning organization. Organizations as open learning systems. What do influence success of companies? The transformation of resources to performance. What creates a learning organizational culture? The learning organization concept. System dynamics and system thinking basics.
8. Developing knowledge-sharing and talent-focused culture. The relationship between knowledge management and other management fields. Implementing knowledge management – Knowledge management in practice.
9. Measuring the performance of KM. The evaluation of human capital.
10. Talent management as a strategic issue in knowledge and performance focused organizations. (war for talent, type of talents, etc) Macro and micro context of talent management.
11. Talent management process and practices. (Attracting, developing and retaining the right talent, succession planning)
12. The issues of leading (talented) people in knowledge-based organizations

4. Learning and teaching strategy, methodology

Principal teaching methodologies:

In order to reach the goals set above, the lecture, which provides critical insight of the topic, will always be supported by in-class discussions, presentations, case studies, simulations, games, and home assignments. (CILO1, 2, 3, 4, 5, 6)



Students are expected to read the material before class since active participation in class discussions is a requirement. (CILO1, 2, 3)

By analyzing the elected cases students develop their problem solving capabilities and improve their skills in this field. (CILO3, 4, 5, 6)

5. Assessment

Formative assessment elements:

A high emphasis is placed on participation in discussions and simulation exercises (games) with subsequent feedback by both the teacher and classmates.

Each exercise consists of an activity designed to get students thinking about, practising, and discussing skills essential for personal and organizational success.

Summative assessment elements:

Individual Assessment		60%	Group Assessment		40%	
Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Individual home assignment	10 %	Written individual homework	Homework exercises which require written solutions	Yes	No	1,2,3,4,5
Individual class work	10%	Written and oral individual work	Filling in tests, analyzing situations, providing feedback during the classes	No	No	2,3,4,5
Group works	20%	Written and oral group work	Participating in discussions, simulations, games, solving cases in the lectures	No	No	1,2,3,4,5,6
Project work	20%	Oral group work	Presentation of the project work at the end of the semester	No	No	1,2,3,4,5
Exam	40%	Written exam	The exam is based on the learning materials of the whole semester	Yes	Yes	1,2,3,4,5

* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

During the semester students can earn 10 bonus points with active participation and meaningful comments. It will be only considered if the student reaches 51 % from the total score.

6. Learning materials

- Essential
 - Massingham, Peter (2020): Knowledge Management. Theory in Practice. Sage Publications, p. 497.
 - Hatum, Andrés (2010): Next generation talent management: talent management to survive turmoil, pp. 37-123.
 - King, K. A. – Vaiman, V. (2019): Enabling effective talent management through a macro-contingent approach: A framework for research and practice. BRQ Business Research Quarterly, Volume 22, Issue 3, pp. 194-206. <https://doi.org/10.1016/j.brq.2019.04.005>.
 - Slides of the lectures



- Recommended
- Jashapara, A. (2011): Knowledge management. An Integrated Approach. Pearson, Prentice Hall
- Davenport, T.H. – De Long, D.W. – Beers, M.C., (1998): Successful Knowledge Management Projects
- Lehner, F. – Haas, N. (2010): Knowledge Management Success Factors – Proposal of an Empirical Research. Electronic Journal of Knowledge Management Volume 8 Issue 1 (pp79 - 90), available online at www.ejkm.com
- Nonakai, I. (2007): The Knowledge Creating Company. In: Harvard Business Review, 2007, July-Aug. 162-171 pp.
- Wang, S. – Noe, R. A. (2010): Knowledge sharing: A review and directions for future research. In: Human Resource Management Review 20 (2010) 115–131
- Zack, M. H. (1999): Developing a Knowledge Strategy. California Management Review Vol. 41, No. 3 Spring 1999. 125-145 pp
- Cappelli, P. (2008): Talent Management for the Twenty-First
- Dobrai, K. – Farkas, F. (2009): Knowledge Creation in the co-operation between Knowledge-Intensive Business Services and Client Organizations – A Theoretical Approach. In: Advances In Management, India, 2(6), pp. 7-12.
- Dobrai, K. (2008): Knowledge-Related Issues in Human Resource Management. Proceedings of the International Conference: “New Trends and Tendencies in Human Resource Management – East Meets West”, Pécs, Hungary, 13-14, June, 2008 CD: ISBN 978-963-642-3
- Dobrai, K. – Farkas, F. (2008): Knowledge-Based Organizations: Examining Knowledge Processes in Public-Serving Nonprofit Organization. International Journal of Knowledge, Culture and Change Management (Common Ground Publishing, Australia) Volume 8, Issue 2, pp. 9-22.
- Ready, D. A. – Conger, J. A. (2007): Make your company a Talent Factory, HBR, June 2007, 68-77
- Schiemann, W. A. (2009): Reinventing Talent Management. How to Maximize Performance in the New Marketplace. Wiley
- Schmidt, M. – Schmidt, C. (2010): How to Keep your Top Talent. HBR, May, 54-61.
- Dobrai, K. (2011): The Role of Organizational Culture in Knowledge Management. Proficient – an International Journal of Management, Aug. pp. 21-33

7. Further information

International aspects embedded with the course
We plan to have guest lectures from international faculty or from a professional field.
Ethics, Responsibility & Sustainability (ERS) aspects embedded with the course
During the discussions of the different topics, we will always involve the ethical and sustainable aspects if they are relevant.
Connections to the world of practice of the course
We use the following methods to ensure connection to the world of practice: <ul style="list-style-type: none"> • Talks from practitioners during class • Use of own work experience • Using cases of real organizations